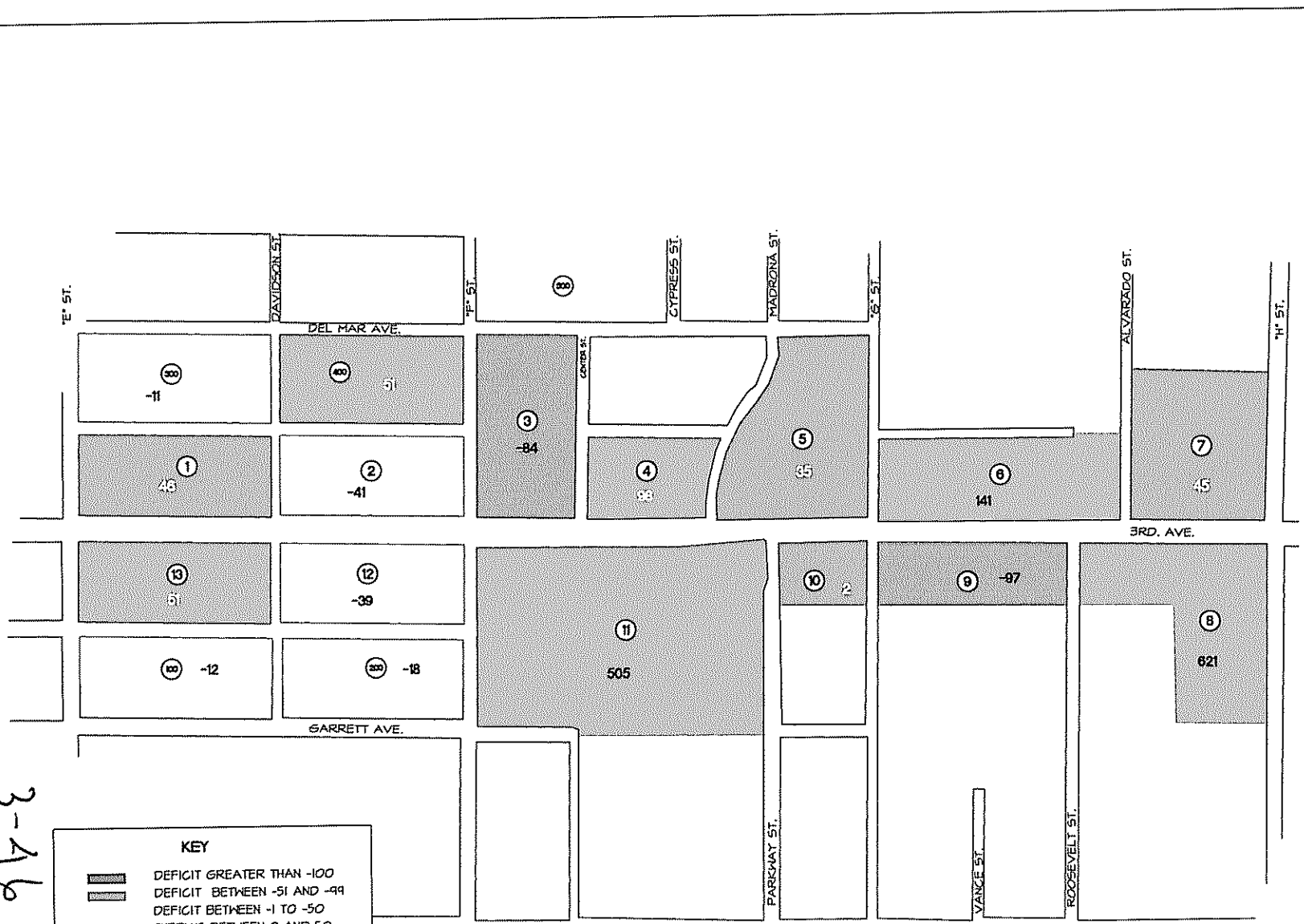

3-46

PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA

Parking Consultants
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Planners
RICH & ASSOCIATES

DWG. TITLE:

SURPLUS - DEFICIT (CURRENT)

MAP 7

LEGEND

(#) BLOCK #

DATE: 04-07-07

DRAWN BY: GHC

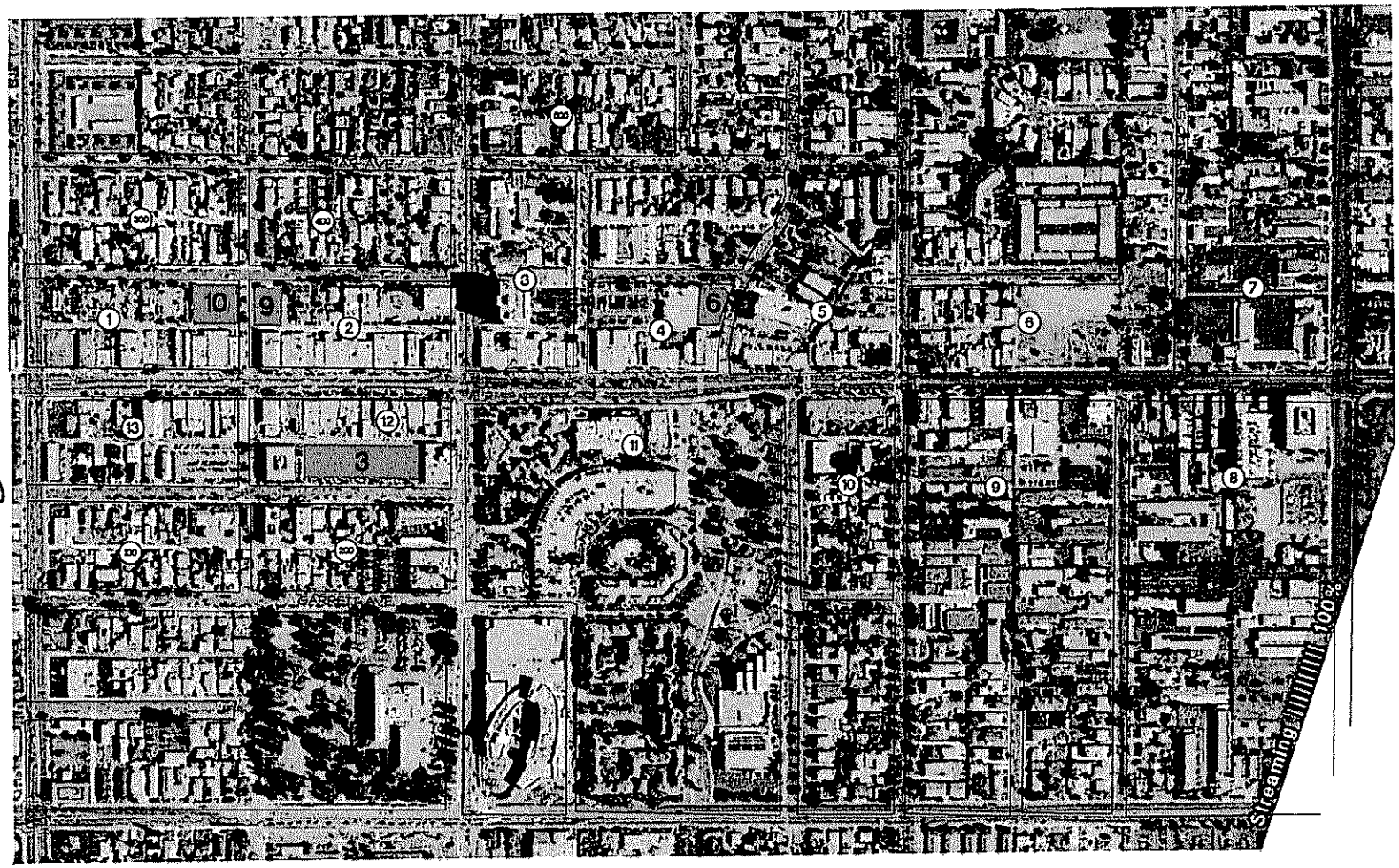
FILE:

NORTH

SCALE: N.T.S

PAGE :

14-31



PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA

Parking Consultants
Architects Engineers
Planners
RICH & ASSOCIATES

DWG. TITLE:

ENA DEVELOPMENT SITES

MAP 8

LEGEND

(#) BLOCK #

DATE: 05-10-07

DRAWN BY: GHC

FILE:

NORTH

SCALE: N.T.S

Developed). The model for the entire study area reflecting the development of the ENA sites shows that although there is still an existing surplus of parking spaces, that surplus is reduced from 1,293 spaces to 1,119 spaces. This was the result of the loss of existing surface parking spaces for the developments. The demand for the study area did not change since it was assumed that each development would self-park, meaning that it would provide the required parking spaces on site as part of the development.

2.4.2 Projected Parking Demand under the Urban Core Specific Plan

RICH projected parking demand with a projected build-out of Third Avenue based on the adopted UCSP. The projections assumed that each parcel along Third Avenue would be developed to maximum build out utilizing the 2.0 floor area ratio (FAR) as identified in the UCSP. The floor area was then divided allocated by land use; 40 percent residential, 40 percent commercial and 20 percent office space.

This model determined the following:

- Assuming maximum build out there would be total square footage of 1,445,205, compared to the estimated 950,680 square feet currently.

- The project increase in square footage results in a reduction in the parking supply from 3,507 spaces to 3,012 spaces, reflecting the maximum build-out on each parcel and the loss of parking behind buildings

The parking demand with the UCSP build-out was projected to be 3,425 spaces compared to the estimated 2,258 currently. This would result in a projected deficit of -506 spaces.

This projected deficit is at maximum build-out, as previously described. The reality is that this density would likely never be achieved, therefore for planning purposes, this should be considered an upper-limit parking deficit. For a complete analysis of the projected build-out based upon the UCSP zoning standards, please refer to **Exhibit 8 (Table 2I-Parking Demand Projections and Surplus and Deficits for UCSP Model)**.

2.5 Operations and Enforcement

The parking operations in Chula Vista are primarily overseen by the Finance Department. The Finance Department issues parking permits, oversees the Parking District revenue and administers parking and meter maintenance. The Police Department oversees parking enforcement.

There are two Parking Enforcement Officers (PEO) for the entire City. Signs are posted indicating enforcement hours are from 9:00 A.M. to 6:00 P.M. Monday through Saturday. According to the Police Department, one PEO works Monday through Friday from 7:30 am to 4:30 pm. The other PEO works Tuesday through Saturday from 9 am to 6 pm. Enforcement is primarily reactionary versus proactive because the first priority is to respond to citizen complaints, and there is just not enough manpower to cover the whole City. There are no set routes, but one PEO is responsible for territory south of H Street and the other is responsible for the area west of H Street (which is primarily downtown). In general however, we only observed the PEO's working in pairs.

Table 2J below shows the number of overtime/expired meter tickets issued and the revenue generated for the last three years. This revenue is deposited into the Parking Meter Fund. The table covers through December 2006. The table shows a large fluctuation in the number of tickets written. This can be attributed to fluctuations in parking enforcement staffing and availability resulting in inconsistent enforcement. Generally, we would expect the number of tickets written to be consistent from year to year and possibly increasing slightly.

Table 2J
City of Chula Vista Parking Ticket Statistics

Year	# Issued	Revenue
2004	5,071	$49,851
2005	1,988	$42,185
2006	3,687	$47,560

*Chula Vista Finance as of 02/07/2007

2.5.1 Parking Permits

Permits are sold through the City Finance Department and cost $54.00 per quarter. Vehicles with permits can park in any of the City lots at ten-hour meters. Money collected from the sale of permits goes into the parking meter fund. The information provided below is a summary of the last three years and does not include approximately 60 permits issued per calendar year for employees of the Norman Park Senior Center.

Table 2K
City of Chula Vista Parking Permit Statistics

Year	# Issued	Approximate Revenue
2004	655	$35,370
2005	577	$31,158
2006	612	$33,048

*Information provided by Chula Vista Finance Department as of 09/10/07

2.5.2 Regional Surveys

RICH attempted to contact communities in the San Diego County area to determine what these communities charged for parking, what there fines were and how their parking was managed. We received very few responses.

In general, only the City of San Diego and La Mesa charge for parking. The City of Coronado also charges for parking, though they were not part of the RICH survey.

The City of San Diego has parking meter rates that range from $0.50 to $1.25 per hour depending on location and duration of meters. Parking time limits range from four to nine hours.

The City of La Mesa has parking meter rates that range from $0.50 to $0.75 per hour depending on location and duration of meters. Parking time limits range from two hour to four hours. Permit rates range from $40.00 to $60.00 per quarter depending on location.

Table 2L (Parking Violation Benchmarking) below shows a comparison of parking fine rates for the expired and overtime meters for selected communities; Encinitas, Escondido, La Mesa, Carlsbad, Vista and Temecula. These fine rates were then compared to the San Diego Countywide Uniform Parking Fine Schedule (SDCUPFS). The SDCUPFS is a fine schedule that was established in 1995 that many San Diego County municipalities have implemented. Overall, Chula Vista has the lowest fine rates for expired meter or overtime meter parking.

Table 2L
Parking Violation Benchmarking

	Chula Vista	Carlsbad	Encinitas	Escondido	Vista	La Mesa	San Diego	San Diego County Wide Unformed Parking Fine Schedule
Expired meter	$12.00	n/a	n/a	$25.00	n/a	n/a	$25.00	$50.00
Overtime meter	$12.00	n/a	n/a	n/a	n/a	$25.00	$35.00	$50.00

**Information from SDPPEC Parking Violation Penalty Schedule June 2005*

2.5.3 Chula Vista Parking Rates

Parking rates in Chula Vista are low. When parking rates are low there is not an incentive to follow the requlations, such as staying beyond the posted time, whether one feeds the meter or not. Additionally, low meter rates generate less income to cover the increasing costs of meter maintenance, parking lot maintenance and the ability of the City to undertake parking capital projects. In general, the current parking rates are low in Chula Vista, compared to downtowns of similar size and composition. Concern regarding the low meter rates was expressed by stakeholders on several occasions.

Please refer to **Table 2M (Chula Vista Meter Parking Rates)** below for a summary of Chula Vista's current parking rates.

Table 2M
Chula Vista Meter Parking Rates

On-street 30 minute meters	$0.05 per 10 minutes $0.10 per 20 minutes $0.25 per 30 minutes Token per 10 minutes
On-street 2 and 3 hour meters	$0.05 per 10 minutes $0.10 per 20 minutes $0.25 per 50 minutes Token per 10 minutes
Off-street 4 hour meters	$0.05 per 30 minutes $0.10 per 60 minutes $0.25 per 150 minutes Token per 30 minutes
Off-street 10 hour meters	$0.05 per 30 minutes $0.10 per 60 minutes $0.25 per 150 minutes Token per 30 minutes

* The last parking rates increase may have occurred in 1996.

Conclusion

In this section RICH reviewed the processes and results of the fieldwork that was conducted to understand the existing parking dynamics in Chula Vista, determined potential parking impacts based upon the recently-adopted Urban Core Specific Plan, considered the impact of Exclusive Negotiating Agreements for several of the public parking lots, and described unique factors to Chula Vista and the parking district that were considered by RICH in their analysis.

This information should be considered when reading the findings and recommendations presented in Section 3, as they provide the basis and context for understanding them.

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Section Three - Findings and Recommendations

The findings presented in this Section are based upon the fieldwork, research and review of Chula Vista's present parking dynamics culminating in recommendations intended to enhance the existing supply of parking through operational, management, configuration, parking pricing and allocation changes aimed at increasing the efficiency of the parking system. The recommendations provide a holistic approach to improving parking downtown today and plan for the future growth in the downtown.

3.1 Parking Management

3.1.0 Downtown Parking District Status and Boundaries

Finding: The Downtown Parking District was formed in 1963 based upon a citizen-initiated request. The purpose of the District was to fund improvements and provide meters on the street to generate revenue and to help control parking. The obligation to maintain the meters and continue to funnel revenue back into the District ended in 1999, although the City has continued to utilize funds for parking-related activities. Our research has determined that the revenue from the DPD has gone to maintain parking areas, enforcement and other improvements.
While the obligation has been fulfilled, RICH recommends that parking meters remain on- street and in the lots (along with multi-space meters). Maintaining the meters helps to control employee or long stay parking at short stay spaces and it generates revenue for the district to help fund enforcement, maintenance and other parking-related operations.

Recommendation: Maintain the District and modify the boundaries. The north boundary of E Street would remain unchanged. The east boundary should be extended to Del Mar and the west boundary extended to Garrett. The south boundary should be extended to H Street. Since Del Mar and Garrett do not run south through to H Street, the east boundary south of G Street should be the alley east of Third Avenue and the west boundary should run straight through blocks to H Street. **Map 9 (Downtown Parking District Recommendation)** on the next page shows the proposed new boundary.

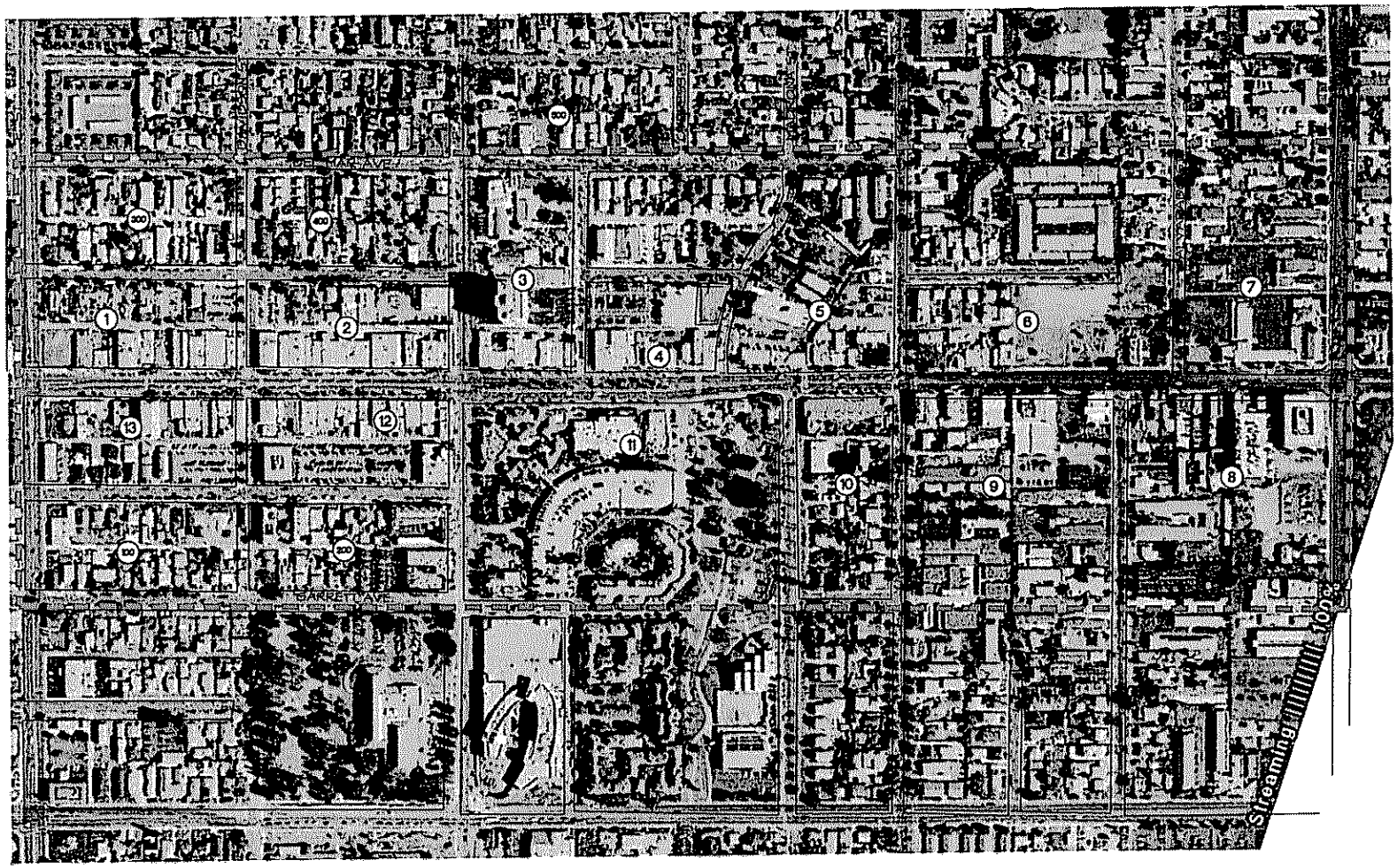
This expanded area will cover areas that may be impacted by changes to the parking policy as well as including the Gateway project to the south.

Cost: Zero

Revenue: Additional revenue may be generated if the District boundaries are modified.

Action Time: Third Quarter of 2007

3-52



PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA

RICH & ASSOCIATES
Parking Consultants
Architects · Engineers
Planners

DWG. TITLE:

DOWNTOWN PARKING DISTRICT RECOMMENDATION

MAP 9

LEGEND

(#) BLOCK #

DATE: 05-15-07

DRAWN BY: GHC

FILE:

NORTH

SCALE: N.T.S

PAGE :

3.1.1 Parking Staff

Finding: The management of the parking system is not effective. There is no head or director of parking and there are several City departments that have direct or indirect involvement in parking such as Finance, Police Department, Planning and Community Development. There is not one primary point of contact for stakeholders. Having the parking function handled by several City departments works well for small communities with limited parking. However, Chula Vista's parking system is becoming larger and more cumbersome to manage using the interdepartmental approach.

Additionally, there are decisions made concerning parking operations, and budgets that are based on normal best practices. The role of the Finance Department in parking needs to be limited and decisions on the operations and budgets needs to come from someone who has as part of there job description parking operations and are then able to devote more time to parking issues.

The lack of management and a designated coordinator has resulted in a lack of cohesive planning for parking and policies that have not addressed the gamut of parking issues within the District.

It was also noted that there are several stakeholder groups that have an interest in the parking both within the District and the City in general. These groups are TAVA, Chamber of Commerce and the PBID.

Recommendation: Implement a two-phase approach for the management of parking in Chula Vista.

Phase One should include the following:

1. Form a Parking Advisory Committee (PAC) consisting of members of the business community, TAVA, Chamber of Commerce and City staff. The PAC will advise city council on the implementation of the parking plan, review proposals for parking improvements and requests for changes to the systems such as time duration limits, allocation of parking etc. As an option, include one city council and one redevelopment member to the PAC. Though the majority of the parking issues are within the Downtown Parking District, the PAC should cover all issues concerning parking in Chula Vista.

2. Appoint someone from the City's Community Development department as Parking Director. As Parking Director, this person will be responsible for coordinating the various departments that deal with parking such as Finance, Police, and Public Works. This person would also be the coordinator of the PAC. Though this covers parking outside the Downtown Parking District, the majority of the issues concern the District.

3. Establish a separate parking enterprise fund that would take in the revenue from parking operations. There would be a separate budget prepared for parking

including normal operating expenses, capital expenses, and projections of revenues from parking meters, multi space meters, permits and fines. This would include all of the parking in Chula Vista.

4. Incorporate TAVA into the marketing program.

Phase Two should consider and may include:

1. Transfer the management of the parking system from city staff to an outside management firm or another organization such as TAVA.

2. Continue the Parking Advisory Committee. A person from Community Development should remain involved and be responsible for directing the PAC.

Cost: Will involve city staff time that should be assigned to the parking operations.

Revenue: None

Action Time: Establish Parking Committee in Third Quarter of 2007.

3.1.2 Parking Enterprise Fund

Finding: The District has no obligation to continue to use funds generated by parking meter revenue and fines on parking-related activities (i.e. maintenance, repairs and capital improvements).

Recommendation: Treat the parking revenue as an Enterprise Fund and place all revenue generated from the Downtown Parking District into this fund and direct that these monies will only be utilized for parking expenses and improvements within the District.

The City should put all net revenue from parking less what the general fund will receive in 2007 into a parking fund. The General Fund would be capped at the 2007 level and all additional net revenues would go into the parking fund. This fund would be used for capital improvements to parking.

Cost: Zero

Revenue: None

Action Time: Fourth Quarter of 2007

3.1.3 Parking Education

Finding: As with many communities, there is a general lack of awareness of parking facts within the Chula Vista community. This is evidenced by the amount of overtime parking at short-term meters by employees. In general, there needs to be

an education campaign that continually stresses the costs of parking, what the regulations are for enforcement, transit options and the vision of a walk able community. Without a continual education campaign, many of the recommendations in this report will be difficult to successfully implement.

Recommendation: Incorporate the education program into the marketing recommendations. This involves including information in mailers and print ads to business owners/managers and employees and conducting presentations to local organizations.

Cost: Zero

Revenue: None

Action Time: Fourth Quarter of 2007

3.2 Parking Policies

3.2.0 City Parking Policies

Finding: Other than the in-lieu fee policy, the City has no parking policies.

Recommendation: Parking Policies need to be developed and updated as the downtown evolves. Policies should be established for overtime parking, enforcement strategies, parking allocation and charges for parking. The overtime parking should address "shuffling from one short term space to another. Parking enforcement strategies could include how routes are established, time periods that meters are enforced and how rigorous enforcement will be. Parking allocation policies could include the number of permits sold, whether permits should be sold for specific lots, the time limits for short term parking in various lots etc. Finally, policies on parking charges could reflect variable parking rates based on location (concentric parking charges that reflect lower rates for parking that is farther away etc) and based on length of stay.

Cost: Zero

Revenue: None

Action Time: First Quarter of 2008

3.2.1 In-Lieu Fee

Finding: The in-lieu fee policy has been in place since 1980. The formula to calculate the fee is based upon a percentage of construction costs, which is not standard. The formula is confusing to use. RICH requested historical data from the City with respect to monies that were taken in by the fund for the in-lieu fee and expenditures from the fund and determined that the fees received were spent

appropriately for the development and maintenance of parking. There were numerous concerns expressed by stakeholders about how the funds had been spent and what the total for fees that were collected.

Recommendation: The in lieu fee system should be retained. The cost per space should be indexed to the cost of the construction of one parking space in a parking structure as opposed to the present model. A per space fee of 25 to 50 percent of the cost of a structured space at the low end of today's cost ($15,000 per space on the low end) would range from $3,750 to $7,500 per space.

At the end of each year a report should be prepared on the money received in the in lieu fund, an accounting on how the money was spent that year and the balance in the fund at the year end.
It needs to be stressed that the in lieu fee is not an entitlement to a space, nor does it eliminate the need for the business to pay the normal parking charges. This message needs to be consistently given.

Cost: Minimal cost, some staff time

Revenue: Additional revenue based on development

Action Time: Fourth Quarter 2007 to revise the policy
Review of policy and preparation of accounting to occur annually

Table 3A (In Lieu Parking Fee Reconciliation), on the next page, shows the payments made into the fund and interest income and expenditures paid from the fund. Based on data provided by the City's search, RICH determined that there was a total of $509,742.80 paid into the fund and $493,125.04 was paid from the fund. The expenditures from the fund were made for land acquisitions and construction of surface lots on those properties. Based on this, RICH believes that the funds that were paid into the account were expended for parking acquisition and improvements that benefited the District directly. Based upon the information provided, there were no inappropriate expenditures. There does need to be an annual reporting of the in-lieu fee to stakeholders.

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Table 3A
In Lieu Parking Fee Reconciliation

	Revenue From In Lieu Fee Payments	Interest Income	Total
FY 1983	$7,025.00	$0.00	$7,025.00
FY 1984	$19,250.00	$0.00	$19,250.00
FY 1985	$83,125.00	$6,072.94	$89,197.94
FY 1986	$21,875.00	$6,978.93	$28,853.93
FY 1987	$65,800.00	$7,895.12	$73,695.12
FY 1988	$0.00	$11,737.94	$11,737.94
FY 1989	$19,775.00	$12,463.34	$32,238.34
FY 1990	$0.00	$17,345.11	$17,345.11
FY 1991	$0.00	$5,397.69	$5,397.69
FY 1992	$0.00	$1,939.00	$1,939.00
FY 1993	$26,250.00	$0.00	$26,250.00
FY 1994	$150,500.00	$2,200.50	$152,700.50
FY 1995	$28,379.16	$6,470.53	$34,849.69
FY 1996	$3,500.00	$4,319.18	$7,819.18
FY 1997	$0.00	$461.43	$461.43
FY 1998	$0.00	$457.73	$457.73
FY 1999	$0.00	$524.20	$524.20
Total Revenues	$425,479.16	$84,263.64	**$509,742.80**

Expenditures From In Lieu Fund		
FY 1984	$875.00	Refund of fees
FY 1990	$126,500.00	Centre Parking
	$1,660.00	Landis Parking
FY 1991	$103,326.91	Landis Parking
FY 1992	$127,012.70	Church and Center
FY 1994	$24.76	Municipal Parking
FY 1996	$600.67	Church and Center
FY 1997	$134,000.00	Reimbursed to Other Agencies

Total Expenditures	**$493,125.04**
Differences of Revenues over Expenses	**$16,617.76**

3-58

3.2.2 Valet Parking

Finding: Valet parking is currently not used in Chula Vista.

Recommendation: The City should have a policy in place for regulating how valet operations would be run and where vehicles are parked. This policy should include using public parking areas and private off-street lots as valet parking storage and on-street spaces for vehicle drop off and pick up. The policy should specify rental charges for on-street parking stalls used for pick-up and drop-off by valet operators so that the operator can rent as many or as few stalls as they need for their operation.

Overall, the policy should specify valet operation standards, the use of and design of permissible signs, on-street parking stall rental charges and the necessary parking area lease agreements with private parking owners or with the City to provide the valet with evening parking privileges. Further to that the policy, the agreement should specify penalties and or the revoking of the valet operator's license for violation of the policy regulations.

Cost: Minimal

Revenue: None projected

Action Time: Enact ordinance allowing and regulating valet services First Quarter 2008.

3.2.3 Residential Parking Permit

Finding: There is currently no residential parking permit policy. With the proposed increases to parking rates and the increase in enforcement of parking, there is the potential that parkers, especially employees may decide to park further away for free on-street parking. This could cause increased parking in the surrounding residential neighborhoods. Should this occur, a residential parking permit program may be required.

Recommendation: The City should prepare a residential parking program policy and possibly an ordinance if the need arises. The policy would generally state that when residents notify the City of a parking problem, the City will canvass the neighbors on one side or both sides of the affected blocks or blocks and if a significant majority agree to the program, the City would erect signs, give (or sell) permits to residents and allow for limited guest parking based on additional input from the residents. Generally, two hour parking is allowed within certain times and for visitors who will stay longer, placards can be given (sold) to residents for their guest parking.

Cost: Minimal for supplies and staff time

Revenue: No net revenue projected

Action Time: First Quarter 2008- Prepare policy and/or ordinance establishing procedure for residential parking permits services

3.2.4 Reporting to Community

Finding: There is no established process for information sharing between the City and stakeholders. This has led to mistrust and confusion about parking policies and enforcement.

Recommendation: An annual report should be prepared for the community on the status of the parking operation. The report should cover and accounting of income and expenses, details on enforcement including number of tickets written and fines collected, accounting of meter and permit revenue and any management and policy issues.

Cost: Minimal cost, some staff time

Revenue: None

Action Time: Report to be prepared annually

3.3 Parking Operations

3.3.0 Parking Revenues and Expenses

Finding: Parking revenues in general have been erratic, reaching a peak in 2004 but then dropping to only $298,066.00 for 2006. Parking permit revenue rose from 2002 through 2005 but then dropped by about 23 percent. Meter revenue also rose every year from 2002 until 2005. In 2006 though there was a 17 percent drop in meter revenue.

Parking citations were about $83,000 in 2002 but dropped every year thereafter and reached a low of about $47,000 in 2005. This is a about a 56 percent decrease. Parking citation revenues did rise in 2006 though by about 22 percent. Expenses have also been up and down. Expenses peaked in 2003 at $354,920 and hit the lowest point in the most recent operating year (2006) with $231,540 in expenses. In general there was no explanation for the variances in the trends in either revenues or expenses.

As of June 30, 2007, the unaudited parking fund balance was $137,430, but only $31,401 was considered available funds due to the remainder being designated as funds for contingency. The fund balance represents the accumulated annual excess of all sources of parking revenue including meter revenue, permits and fine revenue less all parking related expenses.

3-60

RICH received parking revenue and expense data from the City for the DPD for the last five years. **Table 3B (Historical Parking District Parking Revenue and Fees)** is the compilation of this data.

Table 3B
Historical Parking District Parking Revenue and Fees

Revenue	FY 2005-2006	FY 2004-2005	FY 2003-2004	FY 2002-2003	FY 2001-2002
Permits	$27,402.00	$35,996.00	$33,015.00	$27,681.00	$26,154.00
Parking Citations	$53,728.00	$46,939.00	$65,830.00	$69,067.00	$83,211.00
On-Street Parking Meters	$147,467.00	$176,527.00	$171,915.00	$158,150.00	$153,896.00
Off Street Parking Meters	$69,469.00	$88,314.00	$81,559.00	$75,616.00	$74,434.00
Total Revenue	$298,066.00	$347,776.00	$352,319.00	$330,514.00	$337,695.00
Expenditures					
Personnel Services	$22,077.00	$39,351.00	$38,941.00	$87,487.00	$88,850.00
Supplies and Services	$24,421.00	$38,450.00	$46,954.00	$54,484.00	$30,299.00
City Staff Services	$185,042.00	$232,126.00	$215,904.00	$212,949.00	$194,512.00
Total Revenue	$231,540.00	$309,927.00	$301,799.00	$354,920.00	$313,661.00

Recommendation: Prepare a Parking District Operating Budget that projects appropriate operating and expenses for the District. An annual report should be prepared for the community on the status of the parking operation. The report would cover the income and expenses, details on tickets written and collected, money collected from meters and permits and then management and policy issues. In addition, the City should track costs on a line item basis in order to establish trends for budgeting.

Cost: Minimal for supplies and staff time.

Revenue: None

Action Time: Operating Budget and Report to be prepared annually

3.3.1 Marketing

Finding: The City does not have a marketing program for the Parking District. TAVA has provided limited marketing of the parking district.

Recommendation: RICH recommends that an on-going and budgeted parking marketing program be developed. The program should be funded by the parking system and could be implemented by the Third Avenue Village Association under the direction of the Parking Advisory Committee.

3-61

The marketing plan should include direct mailings, brochures, maps, and on-line web page as part of the City's web site or articles in magazines. Parking information should be included in each TAVA newsletter. This would repeat information on employee parking and reinforce that on-street and short stay spaces in off-street lots are for customer/visitor use. Also, the marketing effort would include bringing business on board for the parking validation system and then marketing the availability of this system to the public.

Information contained in the marketing material should include location, up-coming changes, pricing, regulations, fine payment options and any other information relating to the parking system.

Cost: Budget $15,000 per year for on-going marketing efforts.

Revenue: No revenue can be projected though the marketing campaign should increase revenue.

Action Time: Fourth Quarter of 2007 then ongoing

3.3.2 Signage

Finding: The City is lacking overall in a comprehensive and coordinated sign program. There are parking way finding signs in Chula Vista though they are not all the same shape, color or text. The signs do not lead all the way to the parking areas. The lots do not have Location/Identification signs, telling where a parker he/she is in downtown and what types of parking are permitted.

Recommendation: RICH recommends that a comprehensive sign program be developed, including the four types of parking signage: direction, location, identification, and pedestrian way finding. Examples of these are shown on the following pages.

Way finding should be addressed for both vehicles and pedestrians. There are four fundamental signs for way finding beginning with introduction signs that designate a symbol and color to look for when seeking a parking area. The next level of signs assists people to find the downtown area. Location and directional signs direct people once downtown to specific areas or districts.

Identification and location signs are used at the entrance to specific parking areas to indicate the name of the parking area. All parking areas should have a unique designation, such as a name and color to help visitors and customers to orient themselves and remember where they parked. Identification and location signs are commonly combined to create one sign thus reducing the number of signs. Parking area identification should also include a concise description of who can park there, how much it will cost and how long they can park.

3-42

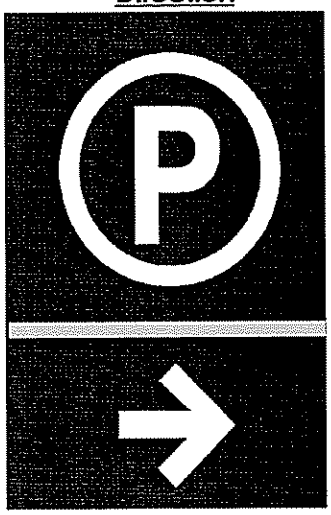
Cost: 10,000 to $50,000 depending on signs, how many, and design.

Revenue: Additional revenue may be collected, but cannot be projected at this time.

Action Time: Second Quarter of 2008

Examples of Parking Signs by Type

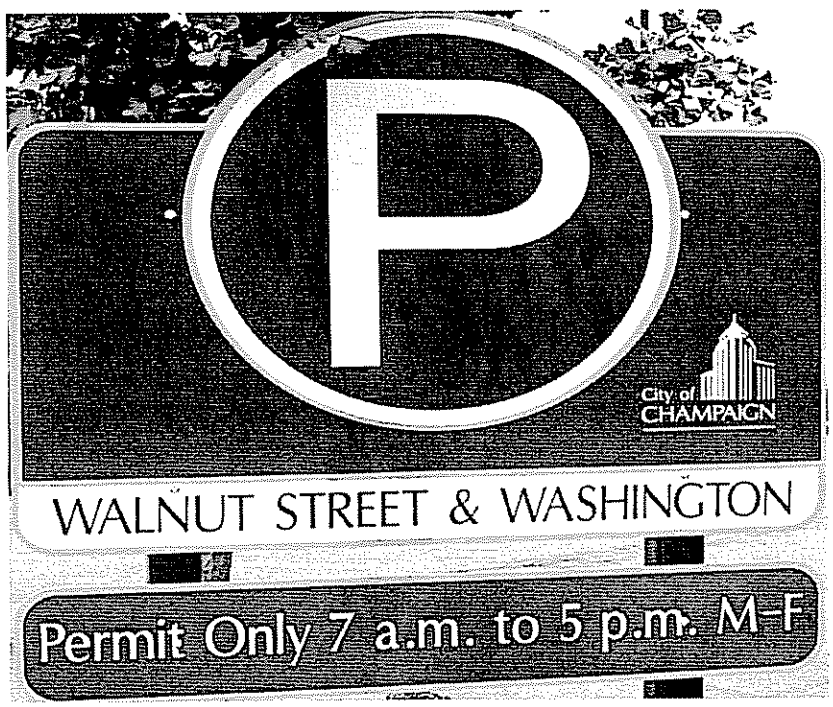
Direction



Introduction

Location

Identification



This identification sign has 4" text lettering. The parking symbol or identification logo is approximate ly 26 inches in height.

This is an example of combining a vehicular and pedestrian way finding sign. The use of a map for the pedestrian way finding is very beneficial.

3-64

The general qualities of good signage include the following aspects:

- Use of common logos and colors.
- Placement at or near eye level.
- Use of reflective, durable material.
- All four types used in conjunction to guide motorist and pedestrian activity.
- All entrances to the downtown need to have introduction signage.
- All parking areas need to have identification signage.
- All routes through the downtown need to have directional and location signage.
- All pedestrian routes to and from major customer/visitor parking areas need to have way finding signs.
- The identification signs located at parking areas need to convey parking rates, hours of operation, maximum durations, and validation availability.

Design Specific Criteria Recommendations:

- In general, sign lettering should be four inches in height. Smaller lettering may be difficult to see and cause traffic slow-downs as drivers read signs before entering a parking area.

- Depending on the location for the signs, some may need State Department of Transportation approval before installation. The City Engineering Department will need to be consulted on specific locations that fall under State control and the various regulations that may need to be met.

- Logos and sign colors can be customized to suit the communities desired design criteria. The important element is to be sure that signs can be read easily by being a distinctive color that stands out from background colors of adjacent buildings.

- The signs colors and logos need to be consistent for ease of understanding and quick visual reference by drivers.

- Sign programs are usually best undertaken at a City-wide level to include all the City's signs. The comprehensive nature of a large- scale sign program helps ensure that all forms of way-finding signs (vehicular and pedestrian) are taken into account.

- Vehicular way-finding needs to be laid out initially in a coordinated fashion to determine what the preferred entry points to the community should be. Often directed traffic flow is a more efficient option that allows the community to take advantage of planned vehicle routes and entry points. A key 'rule of thumb' is that fewer, well thought out and well placed signs are far better than too many signs scattered randomly throughout a community.

- Vehicular way-finding should include direction arrows to key destination places such as theaters, museums, shopping districts, etc., used in conjunction with the parking direction signs to allow a driver to quickly orient them selves to

their destination and best parking options. Arrows should always be oriented to indicate forward, left or right movement. Reverse arrows or arrows indicating that a destination has been passed should be avoided to reduce confusion.

3.3.3 Condition of City Parking Lots

Finding: In general the parking lots need attention. There are several parking areas that have broken or missing lights, and some that need additional lighting. Parking stall striping, and signage in general needs to be redone. In all cases the meters are in bad condition and the meter poles need painting.

RICH reviewed each parking area and the findings from that review are included in **Table 3C (Parking Lot Condition Assessment) on page 3-15.**

Recommendation: Make the following improvements and upgrades.

- **Lighting:** Lighting needs upgrading in lots 2, 3, 4, and 11. In some cases there is insufficient lighting and in lot 3 for example there are missing lights.

- **Striping/Painting:** Lots 1, 2, 5, 6, 9, and 10 need re-striping. In general, the lots should be re-striped every year or every other year as needed.

- **Signage:** Recommendations for signs are covered in more detail in 3.3.2, but overall, there need to be identification signs identifying public parking areas and the type of parking available and way finding signs to assist the parker in finding their destination.

- **Lot Surfaces:** Lot 5 needs to be resurfaced and any depressions filled and compacted. Lot 2 had several depressions that need to be filled and that part of the lot surfaced.

- **Landscaping:** Landscaping needs to be maintained such that shrubs and small trees are pruned so that someone cannot hide behind them and possible attack a pedestrian.

Cost: No estimates were made at this time. Additional analysis must be completed to quantify and qualify the improvements that are required.

Revenues: None

Action Time: Fourth Quarter of 2007-Analysis of facilities
First Quarter of 2008- Prepare specifications and bid Second and Third Quarter of 2008-Implementation

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Table 3C
Parking Lot Condition Assessment

Lot #	Lights	Striping	Signage	Surface	Landscaping	Meters
1	No lighting	needs painting	ID signage need improvements	Surface ok, had wheel stops	ok	Paint poles or add signs
2	Only one pole, may not be enough	needs painting	ID signage need improvements	surface has some depressions that could be hazardous, overlay surface	ok	Paint poles or add signs
3	Some missing lights with "Old Style" poles, appears to be adequate	ok	ID signage need improvements	surface ok, curbing ok	ok	Paint poles or add signs
4	Lighting needs upgrade	ok	Needs exterior and interior signage	Concrete rehab necessary, especially on roof deck	ok	N/A
5	One light pole is sufficient	needs painting	ID signage need improvements	Surface in bad condition, needs filling and overlay, curbs ok	ok	Paint poles or add signs
6	No lighting	needs painting	ID signage need improvements	Surface ok, curbing ok	ok	N/A
7	Has "Old Style " lighting, appears ok	ok	ID signage need improvements	surface ok, curbing ok	ok	Paint poles or add signs
8	Has "Old Style " lighting, appears ok	ok	ID signage need improvements	surface ok, curbing ok	Very well landscaped	Paint poles or add signs
9	One light pole appears sufficient	needs painting	ID signage need improvements	surface ok, curbing ok	ok	Paint poles or add signs
10	One light pole appears sufficient	needs painting	ID signage need improvements	surface ok, curbing ok	ok	Paint poles or add signs
11	Has "Old Style " lighting, may not be sufficient lighting due to location of poles	ok	ID signage need improvements	surface ok, curbing ok	ok	Paint poles or add signs

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3.3.4 Existing Parking Area Configuration

Finding: RICH reviewed the design and layout of each of the City's parking lots. In general, all of the parking areas are laid out as efficiently as possible. The exception is Lot 6, which due to the entry/exit configuration causes parkers to enter the lot from Madrona and the alley going the wrong way down the alley.

Recommendation: There are no recommendations at this time. If Lot 6 is not redeveloped, then the entry/exit issue should be addressed. Possible options include removing the one-way designation in the alley thereby increasing access through the alley or create an entry/exit off of Madrona, although this would potentially reduce the capacity of the lot.

Cost: Zero

Revenue: None

Action Time: None

3.3.5 Paseos

Finding: Some of the paseos need improvement as they are not inviting for pedestrian use because. Many are not well-lit and lack way finding and identification signage. Additional improvements such as landscaping and painting would help create a more pedestrian-friendly atmosphere.

These paseos are an integral part of the parking system, especially when downtown blocks are long. They help cut down on the distance customers and visitors have to walk to and from parking, thus making the parking lots more viable and attractive. The paseos are a severely underutilized asset for the District that need to be improved and then marketed to the public.

Recommendation: Install signage to better identify the paseos (refer to signage recommendation). It is important for a customer/visitor to quickly identify their destination once they have parked their vehicle. Signage leading from the parking area to the downtown will create a positive experience for employees and customers, especially new visitors in the downtown.

Consider using murals and landscaping in the paseos to create more inviting walking experience from the parking lots to the businesses on Third Street. These walkthroughs must be well lit and inviting for people to use them. There are some paseos in the downtown that have shops lining the walkway. This makes the walking experience inviting and interesting.

Cost: Budget $10,000- $100,000 depending on landscaping. The costs for changes to the paseos could be paid for by TAVA and the Pbid.

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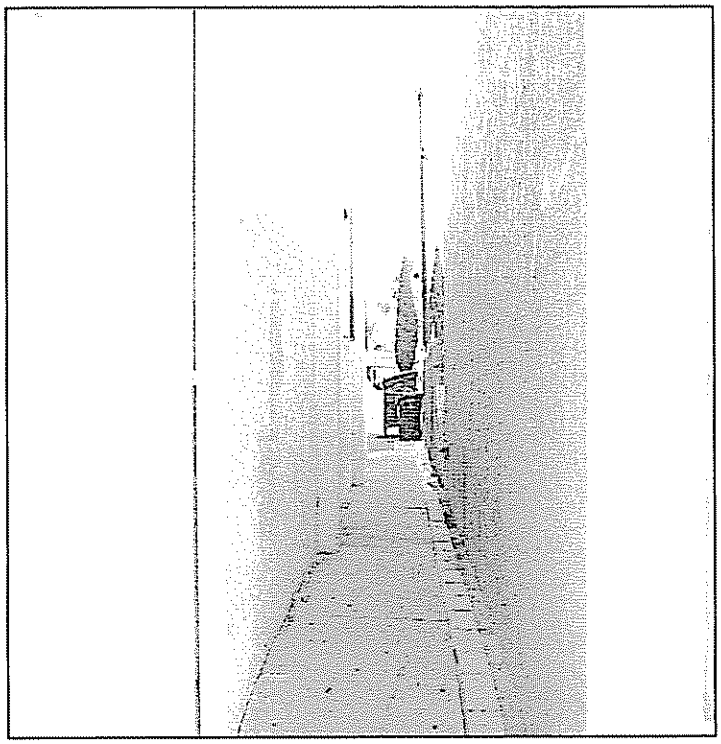
Revenue: Additional revenue may be collected, but cannot be projected at this time.

Action Time: First Quarter of 2008



The picture on the right is an inviting well-lit paseo in downtown Chula Vista.
The paseo on the right is also downtown but needs lighting and art to create a more inviting space.

A good example of an inviting paseo with good lighting, landscaping and a mural.

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3.3.6 Validation System

Finding: There is currently no validation system in place.

Recommendation: As a part of the overall marketing plan, RICH recommends that the City institute a parking validation system. This can take several forms with the goal of giving businesses ways to offer free parking to their visitors or customers. With the recommended electronic parking meters and multi space meters, we have recommended a value card option. The value card allows parkers to prepay for parking by allotting a certain dollar amount on the card. In the scenario of the validation system, a business could purchase cards from the City that they could then in turn give to their customers or visitors for future use. In addition, the card is rechargeable and can be recharged at any of the multi-space meters and City Hall.

Cost: Upfront costs of validations may run from $3,000 to $5,000

Revenue: No revenue increase can be projected though the validation should help increase revenue

Action Time: Begin Third Quarter of 2008.

3.4 Parking Enforcement

3.4.0 Parking Enforcement Staffing

Finding: The Parking Enforcement Program in downtown Chula Vista is not functioning at optimal efficiency. The Parking Enforcement Officers (PEO) do not just enforce parking within the District. They enforce other parking regulations outside the District as well. The posted times of enforcement are Monday through Saturday from 9:00 A.M. to 5:00 P.M., but the officers are not scheduled to enforce parking in the District during this entire time. There do not appear to be set routes or beats for the PEOs to follow every two hours, thus creating an inconsistent and sometimes haphazard enforcement of parking. RICH staff observed PEO's working in pairs. During the last few years, the Finance Department has reported that only .75 of a PEO has been dedicated, and paid from, the District.

Recommendation: Enforcement optimizes the efficiency of existing parking and has the potential to increase fine revenue. For enforcement to operate at optimal efficiency there needs to be personnel dedicated to parking enforcement. It is a key component of enforcement that the officers cover a route and consistently check vehicles. In all cases PEOs should use a hand held ticket writer to conduct license plate checks and monitor when vehicles are staying beyond the allotted time or shuffling their vehicle to avoid receiving a parking citation.

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Cost: Budget **$70,000** for an additional full-time position including salary and benefits. This estimate is based upon the estimated current cost to fund a full-time PEO at the City of Chula Vista.

Revenue: Based on current fine rates and collection rates, the fines are projected to be **$63,700.** With the proposed increased fine rates the projected revenue is estimated at $**75,100** for the first year and **$88,000** for the second year, based upon a projected increase of 15 to 20 percent in the number of tickets issued.

Action Time: Third Quarter 2008

3.4.1 Handheld Ticket Writers

Finding: The Chula Vista Police Department uses handheld ticket writers to issue parking tickets. Currently these devices are not being used to their full potential. This results in less than optimal enforcement since information is not readily available to the parking enforcement officers.

Handheld ticket writers can be used to enforce activities such as shuffling from space to space, meter feeding and people not paying tickets. These ticket writers can also record the number of tickets a vehicle has received as well as any outstanding tickets. They can also be updated with information such as stolen vehicles and warrant information. Properly used, handheld ticket writers increase the efficiency of the overall parking system.

To most effectively utilize the ticket writers, an enforcement route needs to be established and followed every two hours during Chula Vista's enforcement period of Monday through Saturday from 9:00 A.M. to 6:00 P.M. The handheld ticket writers should be utilized to record the license plate of each vehicle parked in short term parking and input into the handheld. The enforcement officer can then use the handheld to determine if a vehicle has moved or if the parking meter is being fed beyond the two-hour time limit.

Recommendation: Upgrade the system used in the handheld ticket writers to allow them to record and track license plates, provide information about outstanding tickets and number of tickets received, and data regarding stolen vehicle and warrant information.

Cost: **Estimated at $40,000,** although the costs need to be determined based on a written specification of the requirements that the supplier can review and respond to with a cost.

Revenue: The specific revenue increases that could be anticipated from upgrading the software to accomplish the different goals are projected to result in at least a 10% increase in the number of tickets written. Based on current fine rates and collection levels, this would increase the fine revenue to **$52,300.** With the higher

fine rates proposed in #3 below the projected fine revenue could be **$69,900** the first year and **$81,100** the second year.

Action Time: First and Second Quarter 2008- Prepare specifications and Issue Request for Proposals
Third Quarter of 2008- Enter into contract with vendor and have software changes completed

3.4.2 Overtime Parking Fine

Finding: Chula Vista's overtime parking fine of $12.00 is not currently high enough to discourage parkers from knowingly violating parking regulations. During the turnover and occupancy study RICH observed many vehicles staying beyond the posted times both on-street and off-street.

If violators knew that regular enforcement occurred in the District and received tickets for infractions, an increased fine would aid in decreasing the number of violators. Because enforcement is inconsistent, many parkers are willing to violate the parking regulations because they know that even if they receive a ticket the fine amount is still significantly lower than buying a parking permit or consistently feeding the meter.

Encouraging patrons to use parking as designated by the parking regulations and pay for their parking increases the efficiency of the system, thus effectively providing more parking opportunities in the downtown area. Fine income will increase and aid in updates to the parking system.

Recommendation: Increase the overtime parking fine from $12.00 per infraction to $50.00, consistent with the Parking Violation Penalty Schedule, as prepared by the San Diego Parking Penalties Executive Committee in June 2005. Most cities within the County have adopted this fee structure.

Additionally, the fine should increase from $24.00 to $75.00 if the ticket remains unpaid within the thirty- day repayment period.

Cost: None

Revenue: Assuming the percentage of tickets paid remains the same, there are no more additional tickets written per year (use 2006 as base), the estimated first year revenue is projected to be **$62,650** and second year at **$73,300**. Assuming handheld updated software for the ticket writers in #1 above the fine revenue is projected to be **$69,900** the first year and **$81,100** the second year.

Action Time: Implement Third Quarter 2008

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3.4.3 Multiple Tickets

Finding: Currently Chula Vista issues multiple tickets for the same day violations of expired meters. This policy is consistent with the policies of many other communities surveyed by RICH. Similar to graduated fines, multiple tickets for the same infraction also aids in discouraging individuals from knowingly violating parking regulations as an alternative to paying for parking. The use of handheld computer technology compliments this effort as the software tracks license plate information and the infraction particulars. The ticket writer can then identify were multiple infractions occur and issue tickets accordingly.

Recommendation: This policy should be continued because it encourages individuals to adhere to parking regulations. For example, a parker will not park all day at a two-hour meter since he/she will receive multiple tickets, resulting in fines. This ensures appropriate turnover rates and provides more parking to customers and visitors

Cost: None

Revenue: No projected increase

Action Time: Currently in place

3.4.4 Courtesy Ticket

Finding: There is currently no courtesy ticket issued for first time violators.

Recommendation: RICH recommends that from a public relations standpoint Chula Vista should issue courtesy tickets for the first offense of a non permit vehicle. With the recommended enhancements to enforcements, customers and visitors who mistakenly stay beyond the meters time length may be ticketed resulting in a negative image for the downtown. The parker need to be informed of parking regulations as well as parking areas that have longer stay meters or in the case of Park Plaza, free parking.

This would require utilizing the handheld units currently used for enforcement and the storage of data for a longer period of time. If a vehicle (without a permit) at an expired meter has not received a ticket during a specific period of time (say the last six months), then a courtesy ticket could be issued that would first thank the parker for coming to downtown Chula Vista and that their patronage is appreciated. Then the courtesy ticket would go on to alert the parker to the fact that they were in violation and then give the parker a map with alternatives to where they can park for longer periods of time.

Cost: Loss of revenue from first ticket issued to an individual. Will require software upgrades to handheld ticket writers that are included in #1 above.

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Revenue: The projected loss of revenue is difficult to project at this time.

Action Time: Third Quarter 2008

3.5 Parking and Revenue Control

3.5.0 On-Street Parking

Finding: The meters need to be replaced. There are three types of meters being used in Chula Vista, with the majority of the meters more than 30 years old. There appear to be many non-functioning meters, as noted during RICH's fieldwork, which is likely due to the inability of the City to repair meters due to their age, which has resulted in a lack of ability to purchase parts and equipment for the meters. This causes numerous problems particularly since the public does not receive consistent or clear direction as to what the regulations are related to broken meters. It appears that tickets are issued to vehicles parked at broken meters even when a note was attached to the meter stating that it was broken. This creates a sense of confusion and frustration from customers and visitors.

Three different types of meters are used in downtown Chula Vista

Duncan Meter

Recommendation: The City needs to purchase new meters for the on-street parking in the District. RICH recommends that the City purchase individual electronic meters for on-street parking. The meters can accept coins, tokens and value or smart cards, which could be sold to merchants. The value cards could be used by merchants as a marketing tool by distributing a card to customers for free parking on their next visit. The meters should be electronic, which will allow rates and time parameters to be more easily changed. Additionally, the reporting of income and use by each meter can be downloaded by a handheld machine which will assist in the revenue analysis and accountability. Ideally, the system would also be wireless. Several options were considered such as individual meters, multi-space meters and pay-and-display machines.

- The multi-space meter requires each on-street stall to be numbered with the parker locating and walking to the meter's central location, generally in the middle of the block, entering their stall number and then depositing the

appropriate amount of money required for the duration of their stay. The multi-space machine can include credit cards or value cards and can be networked. The downside of the multi-space meter is that it requires the parker to find the central pay location on the block. Enforcement is also a bit more difficult. With the multi-space meter the enforcement person must check the machine to see which spaces still have valid time. The PEO could not drive by each space to see if there was an expired meter.

- The pay and display machine is also centralized on the block and the parker deposits the amount of money for the amount of time they want to park and then they receive a receipt that they then place in the front dashboard of their vehicle. The pay and display machine can include credit cards or value cards and can be networked.

- The downside of the pay and display machine is that it requires the parker to find the central pay location on the block. Enforcement is also a bit more difficult. With the pay-and-display machine the PEO will have to look in each dash to see if the vehicle has overstayed the time printed on the receipt. The PEO could not drive by each space to see if there was an expired meter.

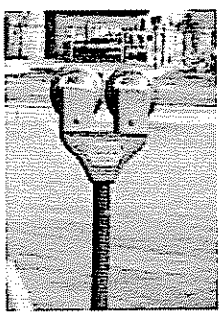
Cost: **$160,000** for individual meters. Additional cost for specifications and drawings is estimated at **$10,000**.

Revenue: No additional revenue was projected by having new meters though some increase may be expected.

Action Time: First Quarter 2008- Prepare specifications and bid
Second Quarter 2008-Install

3.5.1 Off-Street Parking

Finding: In the off-street lots there were several instances where there is random placement of two-hour meter heads in a row of 10-hour meters. RICH staff is not sure why this was occurring, though there were several lots where this occurred.



Single space meter heads can be difficult to maintain, for both collection and maintenance. They can also take significant time to empty and enforce. There are several options such as the multi-space and pay and display meters that would help make parking enforcement, collection and maintenance more efficient.

The four-hour off-street parking is being used for long term parking by employees however most employees are at work eight plus hours a day. This would require an employee to feed the meter. It could be argued that visitors who require more than two hours of parking are using this parking, but the turnover study did not find this to be the case. There is no issue keeping the four-hour meters, though it requires employees to feed the meter if they park there and work more than four hours a day.

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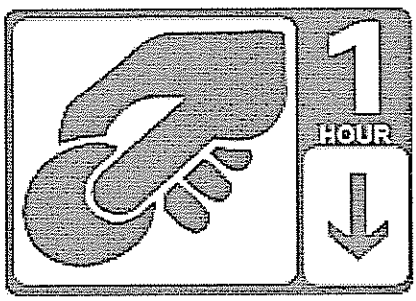
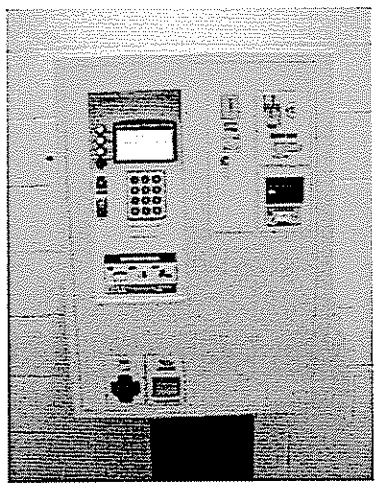
Recommendation: Install multi-space meters in off street lots #2, #3, #5 and #7. The remainder of the lots would receive new single space meters. For the multi space meter lots, each stall must be numbered and the machine(s) would be conveniently located with appropriate signage instructing the parker how to pay and where to go. The multi-space meter will accept coins, bills, credit cards and value cards. The machines can be networked and could be solar. The parking enforcement officer will have to pull a report from the multi-space meter in the lot and then drive around the lot to determine if the vehicle parked in a space is legal.



Meter location sian



Examples of multi-space meters

Cost: **$85,000** for individual off street meters and **$125,000** for multi space meters in Lot #2 (1 unit) Lot 3# (2 units), Lot #5 (1 unit) and Lot #7 (1 unit). These costs include installation, software, one hand held, and collection cart. Additional cost for specifications and drawings is estimated at **$10,000**.

Revenue: No additional revenue was projected by having new meters though some increase may be expected.

Action Time: First Quarter 2008-Prepare specifications and bid
Second Quarter 2008-Install

3.5.2 Parking Rates

Finding: The parking rates in Chula do not deter people from parking beyond the posted limits nor do the rates promote the use of the Park Plaza parking structure. In general, the parking rates do not differentiate the different parking space types enough to reflect their use and desirability.

The current parking rates also do not allow the parking system to generate adequate revenue to operate the parking or revenues to improve the parking system. Also, if

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the enforcement is not consistent, it makes it difficult to charge appropriately for parking.

Recommendation: RICH recommends that meter rates increase as illustrated below. The increases are being proposed in order to ensure that the revenues of the parking district are reasonable in relation to the expenses incurred. The fee is intended, not as a revenue measure, but instead, to be sufficient in amount to defray the expense of the parking program,, including the cost not only of installation, maintenance and supervision of meters, but also of other expenses required for traffic regulation, police regulation, and the provision of off-street parking facilities. The anticipated expenses include normal and reasonable operational expenses such as meter collection, enforcement, maintenance of public parking areas and acquisition and development costs related to the construction of new parking facilities, such as a public parking garage.

RICH also recommends that the parking permit fees increase as illustrated in **Table 3D (Chula Vista Existing and Proposed Meter and Permit Rates)**.

Table 3D
Chula Vista Existing and Proposed Meter and Permit Rates

Time Limit	Current Rate	Proposed Rate
On-street 30 minute meters	$0.05 per 10 minutes	$0.25 per 30 minutes
	Token per 10 minutes	
	$0.10 per 20 minutes	
	$0.25 per 30 minutes	
On-street 2 and 3 hour meters	$0.05 per 10 minutes	$0.25 per 30 minutes
	Token per 10 minutes	$0.50 per 60 minutes
	$0.10 per 20 minutes	
	$0.25 per 50 minutes	
Off-street 4 hour meters	$0.05 per 30 minutes	$0.25 per 30 minutes
	$0.10 per 60 minutes	$0.50 per 60 minutes
	$0.25 per 150 minutes	
Off-street 10 hour meters	$0.05 per 30 minutes	$0.25 per 60 minutes
	Token per 30 minutes	
	$0.10 per 60 minutes	
	$0.25 per 150 minutes	
Permits	$54.00 per Quarter	$120 per Quarter
Permits For Lots 2 and 3	$54.00 per Quarter	$180 per Quarter

Cost: No costs since the new parking equipment will come with the increased rates.

Revenue: The projected increase in revenue is shown in **Table 3E (Chula Vista Projected Two-Year Meter and Permit Revenues)** for the first and second year of operation.

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Table 3E
Chula Vista Projected Two-Year Meter and Permit Revenues

	Year 1	Year 2
On-street meters	$183,950	$204,400
Off-street meters	$122,800	$166,810
Permit	$57,600	

Action Time: Second Quarter of 2008

Following is **Table 3F (Parking Revenue and Expense Projection)**, a summary table of revenues and expenditures for a ten year period showing both historical data and projections. The purpose of this table is to illustrate that the proposed meter increases are reasonable and do not result in excess revenue to the City. The projected revenue beginning in 2007 is based upon the proposed meter rates. All of the revenue generated from the meters should continue to be placed in a designated parking fund and used for the expenditure of parking-related expenses. Lines 12 and 13 also reflect permit parking fees and overtime parking fines that are also utilized to fund maintenance and improvements in the parking district.

Table 3F
Parking Revenue and Expense Projection

	FY 2005	FY 2006	FY 2007	FY 2008**	FY 2009(3)	FY 2010(4)	FY 2011	FY 2012**(5)	FY 2013	FY 2014
METER REVENUE(6)										
On-Street Meters	$176,527	$147,467	$166,307	$179,445	$193,914	$193,914	$193,914	$218,153	$242,392	$242,392
Off-Street Meters	$88,314	$69,469	$71,027	$75,928	$162,652	$162,652	$162,652	$182,983	$203,315	$203,315
Total Estimated Meter Revenue(1)	**$264,841**	**$216,936**	**$237,334**	**$255,373**	**$356,566**	**$356,566**	**$356,566**	**$401,137**	**$445,707**	**$445,707**
OPERATING EXPENSES(8)										
Enforcement Staff	$142,885	$149,381	$149,381	$196,630	$204,495	$212,675	$221,182	$230,029	$239,230	$248,799
Meter Collection Staff	$39,351	$81,407	$18,954	$19,712	$20,501	$21,321	$22,173	$23,060	$23,982	$24,941
Administration Staff	$117,039	$108,909	$108,909	$117,796	$122,508	$127,408	$132,504	$137,805	$143,317	$149,049
Maintenance	$0	$8,435	$6,921	$571,000	$27,370	$28,464	$457,998	$30,787	$32,018	$33,299
Utilities	$18,210	$16,623	$16,697	$17,365	$18,059	$18,782	$19,533	$20,314	$21,127	$21,972
Supplies and Services	$20,240	$24,421	$9,149	$33,900	$35,256	$36,666	$38,133	$39,658	$41,245	$42,894
Total Estimated Expenses(2)(7)	**$337,725**	**$389,176**	**$310,011**	**$956,403**	**$428,189**	**$445,316**	**$891,523**	**$481,653**	**$500,919**	**$520,954**
Net Revenue	**($72,884)**	**($172,240)**	**($72,677)**	**($701,030)**	**($71,623)**	**($88,750)**	**($534,957)**	**($80,516)**	**($55,212)**	**($75,247)**
Parking Permit Revenue	$35,996	$34,083	$24,729	$41,273	$57,600	$57,600	$57,600	$64,800	$72,000	$72,000
Meter Fine Revenue	$46,939	$59,668	$60,047	$119,914	$147,115	$147,115	$147,115	$165,505	$183,894	$183,894
Total Other Revenue	**$82,935**	**$93,751**	**$84,776**	**$161,187**	**$204,715**	**$204,715**	**$204,715**	**$230,305**	**$255,894**	**$255,894**
TOTAL REVENUE	**$10,051**	**($78,489)**	**$12,099**	**($539,843)**	**$133,092**	**$115,965**	**($330,242)**	**$149,788**	**$200,682**	**$180,647**

** Rate Increase
(1) Actual reported revenue for 2004- through 2006
(2) Actual reported operating expenses for 2004 through 2006
(3) The effect of the rate increase for 2008 is 50% the first year and 100% the second year
(4) For the third and fourth years during each rate increase, cycle has no projected increases
(5) Rate increases every four years after 2008 increase are 25%: 12.5% first year, 25%second year and 0% third /fourth years
(6) The revenue increases assume that enforcement will be changed as recommended in the report
(7) Operating expenses from 2008 and beyond are increased at 4% per annum

3.5.3 Parking Allocation

Finding: The City of Chula Vista has two different types of on-street parking meters. The 30-minute and two hour on-street meters are sufficient based on the land uses and the typical average stays.

Recommendation: Implement the following changes to the allocation of certain time limit designations within the District.

On-street Parking

The two-hour parking should be the dominant duration for on-street parking as it suits the needs of the majority of customers and visitors. Individuals requiring more than two hours for parking should be directed to off-street parking areas. The other duration that should be found on-street is 30 minute parking for use as pick-up and drop off stalls or very short-term parking. The 30 minute parking should be located as either the first or last stall on the block face where needed. Finally, in areas where there is no demand for customer-visitor parking, ten-hour on-street meters could be used to add to control over these spaces and to generate revenue.

Off-street Parking

For the off street lots with meters, they are either four hour or ten hour meters. As recommended in Parking Revenue Control, four lots should be equipped with multi-space meters. For Lots 2 and 3 on Landis, RICH recommends that they be converted to three- hour time limits.

Lots 2 and 3 on Landis Avenue between E and F Streets and Lot 5 on Madrona and Third Avenue are not providing sufficient customer and visitor parking due to the large number of 10-hour meters in these lots, since the 10-hour meters are primarily utilized by employees. This allocation of spaces decreases the amount of parking available to visitors. Based on the land uses in the area, it is more appropriate for these spaces to be utilized by customers and visitors. Therefore the number of permit or long term spaces should be limited. As more development occurs however, there should be a reduction to not more than 30 percent of the spaces as permit or long term parking in Lots 9, 10 and 11. At that point, the majority of the spaces should be two or three-hour and then sell permits specifically to these lots at a premium.

Permit Parking

Although, RICH supports permit parking and believes it should be maintained, the permits should be priced higher in certain parking areas, specifically for lots 2 and 3. The rate should be at least 150% higher than the parking permit fee in the other lots. This will provide ample daytime parking for customers and visitors in Lots 2 and 3 since the fee increase will likely result in fewer permits being sold for these lots. Those employees who elect to not pay the premium fee to park in these two lots will likely park in the Park Plaza parking structure, which currently provides free public parking.

In addition, permits City--wide should be issued for specific lots. Many stakeholder expressed frustration that they were unable to find a space in a lot even though they

had purchased a permit. A permit today is merely and hunting license for a space in any lot.

Cost: Cost for signage change estimated at $5,000

Revenue: No impact projected at this time

Action Time: Second Quarter 2008

3.6 Parking Facilities

3.6.0 Park Plaza Parking Structure

Finding: This parking structure is critically underutilized. During the turnover and occupancy on December 14, 2006 the structure was only 41 percent occupied at peak hour and on December 15, 2006 it only reached peak occupancy of 33 percent. Based on normalizing the data, RICH would project that the typical average occupancy is about 40 percent.

This facility represents a parking asset and in the overall plan, this parking will be promoted for employees (free) and as a free parking alternative for customers/visitors who need or want to stay longer than two hours.

The Park Plaza Parking Structure signs are old and fading so they are difficult to find. The lighting in the structure and stair towers is insufficient and this may be a reason employees do not use the structure. The structure is not easily identified as public parking nor is it easily seen due to the fact that it is set back from F Street and Third Avenue. Finally, the structure needs rehabilitation. There is spalled and crack concrete that needs to be repaired, exterior spandrel walls need repairs, and the stair towers need repairs.

Recommendation: Implement the following improvements.

- Upgrade locational and directional signage to the parking structure.
- Upgrade signage in the parking structure identifying floors, where certain groups can park, and finally way finding signage in the parking structure to tell a parker where they are going to get to Third Avenue.
- Lighting within the parking structure needs to be upgraded to have at least six foot candles across the floors with 30 foot candles at the vertical cores (stairs and elevators).
- Re-stripe the parking floors.

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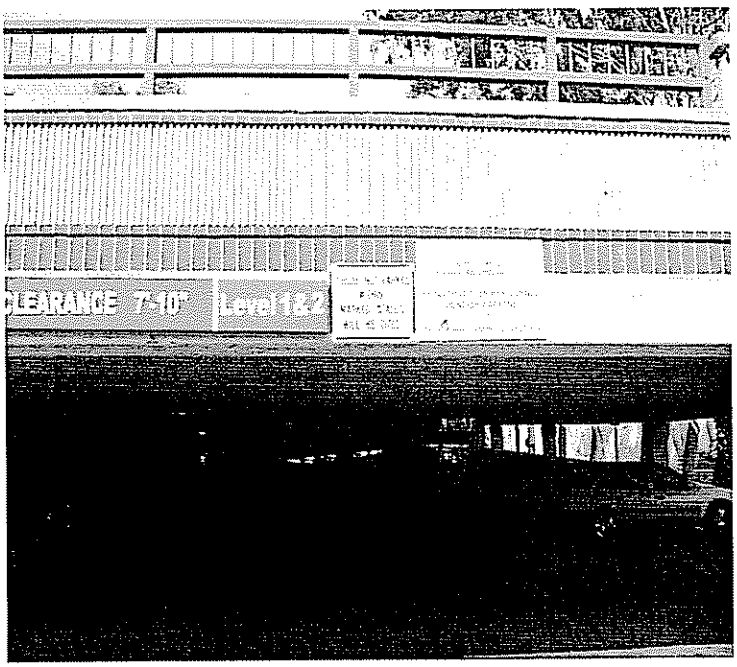
- Have a conditions study done and complete structural and cosmetic repairs to the structure.
- Consider adding an elevator to the north end of the parking structure to facilitate employee and customer/visitor access to parking.
- The lower level spaces will be allocated to short-term parking (three hours) and the upper floors all day parking.

Cost: Costs to be determined

Revenue: Zero

Action Time: Fourth Quarter of 2007-Conduct Study
Second Quarter of 2007-Implement improvements



Signs and lighting are an issue in the Park Plaza parking structure. This structure would be more inviting with better lighting and signage to direct and let people know this is long term free parking.

There is not a sizable sign at the entrance to the Park Plaza parking structure. There are signs in the median of the road, though they are very difficult to read and not all cars can see the signs. All entrances should read free parking to encourage customers staying beyond two hours to park here.

3-81

Examples of signs to help locate free parking for customers/visitors

3.6.1 Meter Color Coding

Finding: The existing meters are not marked to indicate the time limit for the meter, which is confusing for parkers. There needs to be an easy way for parkers to identify if they are at a 30-minute, 2-hour, or 10-hour meter to avoid pulling into a space then realizing they won't have enough time and having to find another space, which affects traffic congestion and parking availability.

Recommendation: Designate a color to represent each parking limit then implement by painting the entire pole or painting a band of color just below the meter head. There are also color bands that can be placed at the top of the meter head that may be considered.

Cost: $5,000

Revenue: None

Action Time: Second Quarter of 2008

3.6.2 Street Curbs

Finding: The street curb painting is inconsistent.

3-82

Recommendation: Street curbs should only be painted for no parking where required and for fire hydrate locations. Curbs should not be painted to reflect the type of parking available.

Cost: No estimates were made at this time. Additional analysis must be completed to quantify the areas to be painted

Revenue: None

Action Time: Fourth Quarter of 2007-Analysis
First Quarter 2008-Commence Work

3.7 Bicycles as an Alternate Mode of Transportation

3.7.0 Bicycling as an Alternative to Driving

Finding: There is a need for a program to promote bicycle usage in Chula Vista and to make traveling to downtown by bicycle safer and more appealing.

Recommendation: Following the UCSP in promoting alternate modes of transportation and creating a more pedestrian friendly downtown, consider making Chula Vista a more bicycle friendly downtown and providing adequate and useable bicycle parking. Consider creating a bike route to the downtown and creating a marketing program to promote bicycle use as an alternative to driving. Create a special event to promote bicycles in an effort to help create alternative modes of transportation, which in turn cuts down on the number of parking spaces needed.

Cost: To be determined

Revenue: Zero

Action Time: Fourth Quarter of 2007

3.7.1 Bicycle Parking

Finding: Chula Vista does have bicycle racks, though they are difficult to find. There are walls built around some of the bicycle racks that hide the rack. There is no signage directing bicyclists to where the racks are located.

In keeping with the vision of the Urban Core Specific Plan, integrating convenient and accessible bicycle racks is an important component of encouraging greater use of bicycles and other modes of transportation in the downtown Chula Vista.

This is an existing bicycle rack in downtown Chula Vista. The placement of this rack will impede pedestrian traffic from the crosswalk when the bicycle rack is full.

Recommendation: Install new bicycle racks in the downtown and institute a marketing program to promote new locations to park bicycles. In following the UCSP, racks should be placed near bus stops to encourage people to use the bus, particularly stops with a high ridership count like the intersection of Third Avenue and H Street. In areas where commuters will use bicycle storage it is ideal to provide upgraded bicycle facilities such as a bike locker or covered rack or locating bicycle racks in an existing or new parking structure that provides additional security from the elements.

In many ways, bicycle parking should be looked at like parking cars in that areas for bicycle parking must be convenient, well lit and signed. Racks must allow for adequate space to easily lock the bike to the rack. Locations for bicycle parking should mirror locations of automobile parking to encourage the use of multiple modes of transportation. Existing parking lots create a good place for bicycle racks. The use of one parking space can provide adequate space for several bicycles. Begin by placing racks in lots with the highest parking demand. As racks are more heavily utilized, add additional racks in other locations with high parking demand.

Cost: $10,000-$75,000 depending on the number and style of racks, signs and marketing materials.

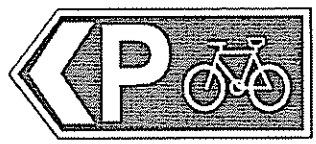
Revenue: None

3-84

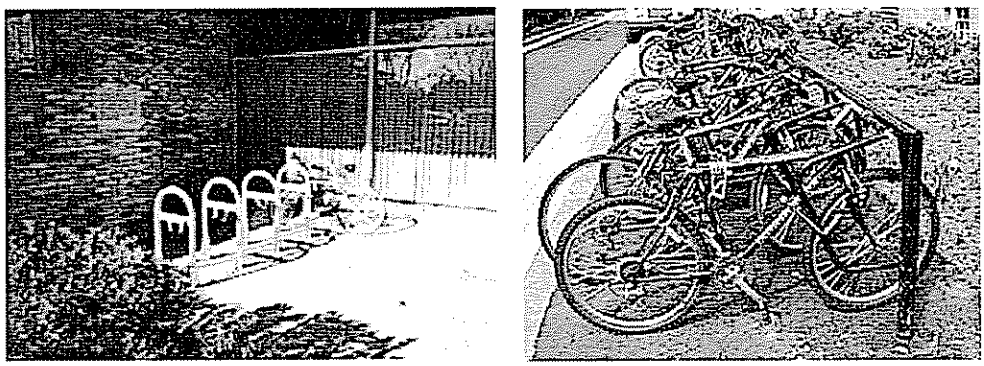
Action Time: Second Quarter of 2008

Best Practices for Selecting Bike Racks:

- Racks should allow bike frame to make contact at two points. Most commuter bikes do not have kickstands.
- Provide adequate space for multiple bikes to be stored at one rack.
- Allow for popular "U" shape lock.
- Racks should be placed where they will not impede upon pedestrian traffic, though they need to be readily identifiable. Bicycle racks should not be hidden.
- Provide clear signage indicating bicycle parking.



- A complete guide to bicycle parking, written by The Association of Pedestrian and Bicycle Professionals, can be found at http://www.bicyclinginfo.org/de/parkguide.cfm.



Two examples of recommended bike racks

Marketing Bicycles In a Downtown:

- Promote National "Ride Your Bike to Work Day/Month" in May. There are many communities throughout the U.S. that participate including the City of San Diego. Information can be found through the League of American Bicyclists at www.bikeleague.org.
- Engage in a Bicycle Friendly Community Campaign and awards communities who are bicycle friendly and promote walk-able, safe communities. For additional information visit www.bicyclefriendlycommunity.org.
- Embrace the concept that, "Communities that are bicycle-friendly are seen as places with a high quality of life. This often translates into increased property values, business growth and increased tourism. Bicycle-friendly communities

are places where people feel safe and comfortable riding their bikes for fun, fitness, and transportation. With more people bicycling, communities experience reduced traffic demands, improved air quality and greater physical fitness." Visit www.bicyclefriendlycommunity.org for more information.

- Work collectively with the Chula Vista Chamber and TAVA to promote bicycle events into flyers and newsletters.

3.8 Parking Requirements for Current and Future

3.8.0 Traffic Impacts

Finding: Based on a cursory analysis by RICH, there were no issues with respect to traffic. All of the parking areas are easily accessible with the exception of Lot 6 and the Park Plaza parking structure, though this is because of its location and not traffic concerns. Additionally, there were no traffic concerns based on the future parking projections. It was noted that the current on-street parking arrangement on Third Avenue, that incorporates angled parking, has a traffic calming effect, which slows down traffic. This is a positive condition.

The level of additional traffic generated from the projected "worse case" parking demand based on UCSP maximum build-out represents a 50 percent increase in parking spaces needed from what is projected for the current condition. The UCSP and this report assume that there will be additional parking nodes that will reduce the amount of traffic that will drive through the downtown.

Recommendation: Continue to monitor traffic flow within the downtown and the levels of service at principle intersections as development occurs and parking changes/additions are implemented.

Cost: Zero

Revenue: Zero

Action Time: On-going

3.8.1 Current Parking Analysis

Finding: Overall there is a surplus of approximately 1,103 parking spaces within the District and the area south to H Street. However, there are several blocks along Third Avenue that have deficits (blocks 9 and 10). As identified earlier, the Park Plaza parking structure is underutilized.

Recommendation: The parking demand analysis identified an overall parking surplus, but also a deficit in certain blocks such as blocks 2, 3, and 12 on the north side and blocks 9 and 10 on the south side. If the recommendation in 3.6.0 to increase the use of the Park Plaza parking structure is implemented, this should

alleviate the parking demand issues on blocks 2, 3 and 12. The deficits on blocks 9 and 10 will be reduced when the Social Security Office relocates, and these blocks should also be utilizing the Park Plaza parking structure for employee parking.

Cost: Zero

Revenue: Zero

Action Time: On-going

3.8.2 Potential Parking Impact of Exclusive Negotiating Agreement (ENA) sites

Finding: At the time of RICH's review, the Redevelopment Agency had entered into Exclusive Negotiating Agreements for the development of four public parking lots. These sites are Lots 3, 6, 9 and 10 and are shown on **Map 8 (ENA Development Sites)**, included in Section 2. RICH analyzed the loss of parking that would occur with each development and confirmed that development of any of the ENA sites would reduce the number of parking spaces available in the District. Each potential development site is further analyzed below:

- Lot 3 has high utilization, with occupancy averaging 80 percent for most of the day. This lot provides a large supply of parking and is central to many businesses on Landis Avenue and Third Avenue. Additionally, a number of permit holders park in this lot. Loss of this parking lot would have a significant impact on the District.

- Lot 6 has a high occupancy, averaging about 70 percent. Due to the small lot size it has a lower capacity and is hampered by a difficult ingress and egress. The loss of parking spaces on this site could have some impact on surrounding businesses. There are other parking areas that can make up for any loss of parking however.

- Lot 9 has occupancies of around 90 percent at peak time. The loss of spaces due to the ENA development will have some impact on parking supply in this area, although there are other parking areas that can make up for the loss of spaces.

- Lot 10 has average occupancy of approximately 85 percent, but had a peak time occupancy of almost 100 percent at two time intervals over the two survey days. This is largely based on the 10-hour spaces having a high number of permit holders. The loss of spaces in this lot will have minimal impact on customers, although permit holders would need to be redirected to other parking. There are surrounding parking areas that can make up for the loss of parking.

Recommendation for Lot 3: Maintain Lot 3 as a public parking lot

Recommendation for Lot 6: Development of this lot should have minimal impact on the surrounding area because of the availability of additional parking. If after development there appear to be negative impacts on parking availability, the City should pursue the Baptist Church parking lot next to lot 6 through a shared parking agreement for the entire lot or certain spaces, to be used particularly at night. The City would agree to maintain the lot and insure the lot for the Church. If a significant need for parking in this area occurs in the future, consider combining Lot 7 and the Baptist Church lot for the development of a parking structure.

Recommendation for Lot 9: Development of this lot should have minimal impact since there is available surrounding parking. If development occurs, use way finding and signage to direct customers/visitors to Lots 8 and 11. If the parking capacities of the surrounding lots are not adequate to support the parking lost on Lot 9, the City should consider acquiring property to create additional public parking.

Recommendation for Lot 10: Development of this lot should have minimal impact to customers and visitors since it is primarily occupied by permit holders and there is available surrounding parking. Once development occurs, use way finding and signage to direct customers/visitors to Lots 8 and 11. If the parking capacities of the surrounding lots are not adequate to support the parking lost on Lot 9, the City should consider acquiring property to create additional public parking.

3.8.3 Potential Future Parking Needs With Redevelopment of Third Avenue

Finding: The Urban Core Specific Plan may hasten redevelopment along Third Avenue and cause changes to the parking demand in the District. For purposes of exploring the maximum parking needs, RICH projected parking demand based upon the redevelopment of Third Avenue to the maximum allowable by the plan which included maximum coverage of each parcel; commercial on the ground floors and residential on the upper floors. The projections identified that there could be the need for approximately 500 additional spaces in the District.

Recommendation: The future parking needs will depend greatly on the redevelopment along Third Avenue and on the ENA development sites (see Map 7 for reference to sites). For the ENA sites in general, RICH recommends that the agency should prioritize proceeds from the sale of parking lots to necessary capital improvement projects within the parking district. Additionally, this parking study should be updated every two years to track how the implemented recommendations contained herein have affected parking and to assess the parking utilization in the district.

Based on the zoning outlined in the UCSP, RICH projected parking needs assuming redevelopment and maximum build-out of each parcel. Those assumptions included a 2.0 FAR and a land use distribution of 40 percent residential, 40 percent commercial and 20 percent office. The results showed that there could be a deficit of about -500 spaces if this build-out were to occur with no additional parking provided.

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If the build out of these blocks occurs structured parking will be required even if the goals of alternate transportation are met. Additionally, additional residential development that might curb the number of vehicles coming into the downtown and increase the likelihood of shared use parking will still not meet the demands of the projected deficit.

There are several possibilities for additional parking in the downtown:

- **Nodal Parking:** One option would be to create nodes of parking at the north and south ends of Third Avenue then develop a trolley system along Third Avenue. This might be accomplished by negotiating a shared parking agreement with the Gateway project at H Street and Third during evening and weekend hours, when the majority of their office uses are closed or have less clientele. This would serve as the south parking node. A property at or north of E Street would need to be developed as the north node. Finding property that is of sufficient size will be critical. The minimum dimensions for an efficient parking structure is 125 feet by 290 feet. The longer the site the more efficient the layout as it allows flat facades on the ends and one long side of the structure.

- **Conventional Parking Structure on Alternate Site:** The possible parking structure sites identified are listed below and discussed more fully in Section 3.8.4;
  - The Baptist Church lot in combination with Lot 7
  - Vacant lot on east side of Third Avenue between G and Alvarado Streets
  - The west side of Church between E and Davidson Streets.

- **Alternate Parking Structure Options:** There are multi-level parking facilities that can be constructed on smaller sites. This type of parking facility and uses a mechanical lift to place vehicles in a multi story structure. While this requires a smaller footprint, there are operation limitations that generally restrict its use to residential projects with little turnover parking. Those limitations include longer wait time to retrieve vehicles and vehicle height limitations.

3.8.4 Possible Parking Structure Sites

Finding: There is currently no need to construct additional parking, but as part of RICH's analysis, three parking structure sites were identified for future consideration, if necessary. These sites are shown on **Map 10 (Potential Parking Structure Sites)** on the following page. All estimates of the parking structure footprints and the parking space capacities are based on aerial maps that do not allow exact site dimensions to be determined. For each parking structure site we assumed grade and two supported levels. For each site the City should consider incorporating bicycle amenities such as racks, lockers and possibly shower facilities. Depending on the site location, the City should consider incorporating ground floor commercial uses; especially those that would promote provide services to employees of the downtown.

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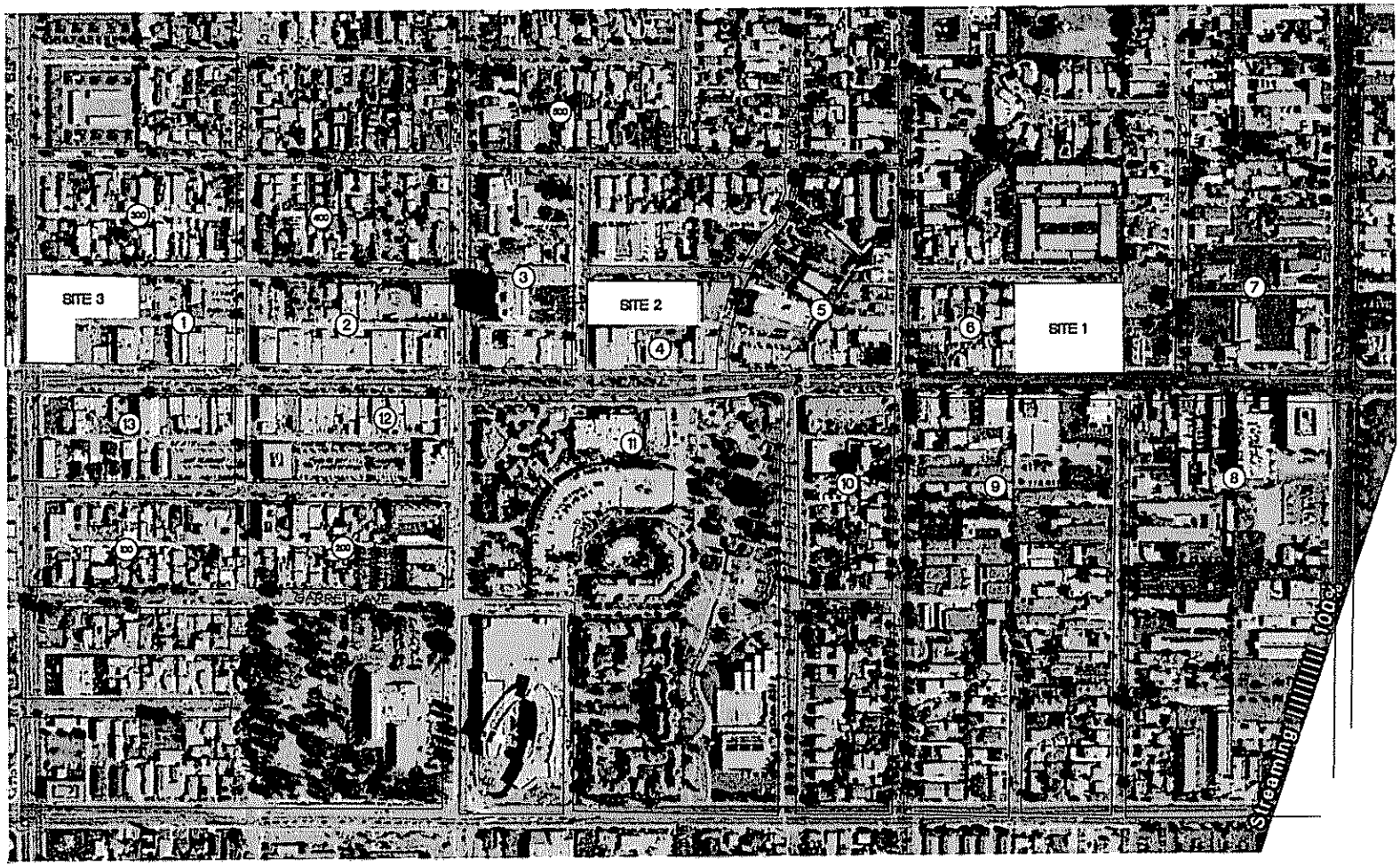

PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA

RICH & ASSOCIATES
Parking Consultants
Architects Engineers
Planners

DWG. TITLE:

POTENTIAL SITES FOR FUTURE PARKING DEVELOPMENT

MAP 10

LEGEND

(#) BLOCK #

DATE: 06-21-07

DRAWN BY: GHC

FILE:

NORTH

SCALE: N.T.S

PAGE :

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